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NC Department of Public Instruction

# Welcome to the Planning Year Session One: Governance

Dave Machado Director of the Office of Charter Schools & OCS Staff

# *Office of Charter Schools*

**OCS Mission:** *The NC Office of Charter Schools exists to sustain the success of quality charter schools through Operations, Compliance, and Support.*

**OCS Core Values:**  
*Integrity, Teamwork & Collaboration, Diversity, Excellence, and Accountability.*

- Director
- Renewals
- Performance Framework
- Applications
- Risk & Compliance
- Amendments
- Ready to Open& Planning Year
- Professional Learning
- Administrative Support
- NC ACCESS
- NC ACESSS
- NC ACCES
- NC ACCESS

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Please Introduce Yourself & Share One Unique  
Feature About Your Proposed School

# OCS Planning Year Session I: Governance



[Full Planning Year Calendar](#)



[Agenda for Planning Year Session I](#)



Housekeeping & Attendance





Public Schools of North Carolina

# Avoiding Mission Creep

Planning Year Session I

Virtual

September 30, 2020

Office of Charter Schools

# Agenda

- Session Objectives
- Aligning on Mission
- Setting Mission-Based Goals
- Defining Mission Creep
- Avoiding Mission Creep



# Session Objectives

- Understand the link between the organizational mission and goals
- Identify the common causes of mission creep and how to avoid them



# Aligning on Mission

- Write down:
  - a. Your school's mission. (From memory!)
  - b. What it means to you.
- Your mission is the driving force of your entire organization





# Setting Mission-Based Goals

- Set aligned S.M.A.R.T. goals:
  - **Specific:** A specific goal has a much greater chance of being accomplished than a general goal.
  - **Measurable:** A clear criteria for measuring progress toward attainment of each goal set should be established.
  - **Attainable:** Goals that are important to the organization are easy to figure out how to make them come true.
  - **Realistic:** Realistic goals represent an objective toward which the organization is both willing and able to work.
  - **Time-Bound:** A goal should be time-bound. Deadlines too far in the future are easy to put off, goals set too close tend to be unrealistic and have little success.



# Defining Mission Creep

- What is mission creep?
  - Mission creep is when your organization expands its mission beyond the original goals that were set.
- Why should you avoid mission creep?
- How do you know when to adjust your mission?
  - There is a difference between mission creep and making strategic adaptations to a mission statement to evolve as needs change around us.



# Avoiding Mission Creep

- Be clear about your mission
- Let your mission guide your decision-making
- Leverage your people
- Learn to say “no”



# Avoiding Mission Creep

- Be clear about your mission
  - Make it clear and concise
  - Dedicate it to memory
  - State it at every board meeting
  - Make sure everyone understands it



# Avoiding Mission Creep

- Let it guide your decision-making
  - Stay laser-focused on mission
  - Filter all decisions through the mission
  - Always ensure alignment between decisions, goals, and mission



# Avoiding Mission Creep

- Leverage your people
  - Use your unique skills to reach your mission
  - Energize your teams and inspire your stakeholders
  - Get everyone behind the mission





# Avoiding Mission Creep

- Learn to say “no”
  - Not every great idea is best for your organization
  - Be very intentional about what you do and don’t do
  - Don’t try to do more than your mission



# Mission Creep vs. Mission Change

- How do you know when to adjust your mission?
  - Changes to your customers, environment, or purpose
  - Lack of clarity in mission
  - No longer reflects your organizational values and vision



# QUESTIONS?





Public Schools of North Carolina



# Anatomy of Effective & Reflective Governance



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# Agenda

## Learning Outcomes

- ▶ Board Development
- ▶ Meetings and NC Open Meetings Law
- ▶ Working with the Board of Directors
- ▶ Common Pitfalls of Governing Boards
- ▶ Frequently Asked Questions
- ▶ Next Steps and Self-Assessment/Evaluation Tools

# Learning Outcomes

## Understand

Understand the development and structure of a high-functioning board and the relationship between the school director and board.

## Understand

Understand best practices for conducting meetings in accordance with NC Open Meeting laws.

## Identify

Identify common pitfalls of charter school governance and how to avoid them.



# Board Development



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# Number of Board Members

- ▶ Each charter school board should have between 5 and 9 members, ideally more than 7
- ▶ OCS highly recommends that charter school staff members **do not sit** on the charter school board due to a conflict of interest.
- ▶ Staff members **cannot** be voting members of the board.



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# Nepotism and Conflict of Interest Policies

**4.3.** The Nonprofit board of directors shall adopt and ensure compliance with a conflict of interest and anti-nepotism policy. This policy shall include, at a minimum, the following provisions:

1. No voting member of the governing board shall be an employee of a for-profit company that provides substantial services to the charter school for a fee.

2. (a) Prior to employing any immediate family, as defined in G.S. 115C-12.2, of any member of the board of directors or a charter school employee with supervisory authority shall be employed or engaged as an employee, independent contractor, or otherwise by the board of directors in any capacity, such proposed employment or engagement shall be:

(i) disclosed to the board of directors and

(ii) approved by the board of directors in a duly called open-session meeting. (b) The burden of disclosure of such a conflict of interest shall be on the applicable board member or employee with supervisory authority. If the requirements of this subsection are complied with, the charter school may employ immediate family of any member of the board of directors or a charter school employee with supervisory authority.

3. A requirement that a person shall not be disqualified from serving as a member of a charter school's board of directors because of the existence of a conflict of interest, so long as the person's actions comply with:

a. the school's conflict of interest policy established as provided in this subsection; and

b. applicable law

4. No teacher or staff member that is immediate family of the chief administrator shall be hired without the board of directors evaluating their credentials, establishing a structure to prevent conflicts of interest, and notifying the Department, with evidence, that this process has occurred.

5. The requirements of Chapter 55A of the General Statutes related to conflicts of interest.



# NC Open Meetings Law (NCGS 143-318.10)



- ▶ All meetings must be properly noticed physically at the school and/or on the school's website.
- ▶ Committee meetings are subject to Open Meetings Law.
- ▶ Meeting minutes should be taken and approved at every meeting, including committee and subcommittee.
- ▶ Meeting minutes should be kept in a location available to the public (website) and links and attachments should be open to all, no request to view should be required.

## Closed session procedures:

1. There must be a motion to go into closed session, and the motion must identify the permissible purpose from among those authorized in the statute. (A specific citation is not necessary as long as it is clear from the motion which provision is being invoked.) Once the closed session is complete, the public body must return to the open session to complete its business or to adjourn. State the **purpose** of going into closed session **verbally and in the meeting minutes**.
2. Closed session discussion must be kept **confidential**.
3. Maintain **closed session minutes**. Keep these notes separate from open meeting minutes.
4. Most voting will take place in **regular open session, after the BOD has come out of closed session, but there may be certain matters which the BOD will take a vote on while in closed session.** [NC G.S. 143-318\(11\) Closed session](#)

# NC Open Meetings Law – Closed Session



# NC Open Meetings Law – Closed Session

**There are ten (10) legal reasons in NC to go into closed session (pursuant to [NCGS 143-318.11](#)):**

- ▶ To prevent the disclosure of information that is privileged or confidential pursuant to the law of this State or of the United States, or not considered a public record within the meaning of Chapter 132 of the General Statutes. General Statute 132 (Personnel, Student, Closed Session);
- ▶ To prevent the premature disclosure of an honorary degree, scholarship, prize, or similar award;
- ▶ Consult with attorney in order to preserve the attorney-client privilege (not about general policy);
- ▶ Expansion (Real estate/business negotiation)
- ▶ Negotiations (terms of employment contracts)
- ▶ Personnel matters. General personnel policy issues may not be considered in a closed session
- ▶ Investigate concerns of criminal matters
- ▶ Form emergency plans for response to school violence
- ▶ To discuss and take action regarding plans to protect public safety as it relates to existing or potential terrorist activity and to receive briefings by staff members, legal counsel, or law enforcement or emergency service officials concerning actions taken or to be taken to respond to such activity;
- ▶ To view a recording released pursuant to G.S. 132-1.4A





# NC Open Meetings Law – Closed Session



- ▶ What do you do if you want to make a decision based on the closed session discussion?
  - ▶ Come out of closed session and vote; in very specific situations, voting may be taken in closed session
  - ▶ Make a motion that **makes clear to the public** what the vote is for.
    - ▶ Voting 'yes' or 'no' on package A does **not** tell the public what package A is.
- ▶ Remember, you **must** come out of closed session to adjourn the meeting.

# Can the board make decisions about the school through email?



No



Electronic “discussions” of school business involving several board members could be construed as a meeting and **are in violation of the open meetings law.**



You can communicate via email, just communicate individually and avoid a quorum of board members.



Do not “reply all” to an email from a board member that discusses school business.

# Sample Meeting Agenda

- ❑ Call to order
- ❑ Reading of the School's Mission and Conflict of Interest Policy
- ❑ Approval of Minutes
- ❑ Public Comment
- ❑ Approval of Agenda
- ❑ Officer Reports
- ❑ Directors report
- ❑ Special Committee Reports
- ❑ New Business
- ❑ Announcements
- ❑ Adjournment



# Parliamentary Procedure



- ▶ Remember...
  - ▶ The board chair must restate the motions so all members of the board and audience can hear the motion.
  - ▶ All voting, according to open meeting laws, must be completed in open session, except in very limited situations which may allow for voting in closed session.
  - ▶ Voting cannot take place by secret ballot.

# Working with your board



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# Responsibilities of the Board

- ▶ Each school and governing board is required to follow and adhere to:
  - ▶ Public charter school law
  - ▶ Charter agreement
  - ▶ All open meeting laws
- ▶ Effective governance includes:
  - ▶ Designing strategic, fiscal, and management plans
  - ▶ Outlining organizational responsibilities



# Responsibilities of the Board

- ▶ Governing boards **should**:
  - ▶ Set the mission and vision of school
  - ▶ Analyze and evaluate school budget
  - ▶ Analyze and evaluate academic progress
  - ▶ Analyze and evaluate all reports
  - ▶ Give clear direction and support to the school director
  - ▶ Request amendments to the charter
  - ▶ Speak as one voice after decision is made



# Responsibilities of the Board

Governing boards should **not**:

- Micro-manage school directors

- Assume responsibility for day-to-day operations

School directors should be prepared to update board members on all matters of the school.

- Bring other staff (deans, operations/finance directors, etc.) to present and allow the board to ask questions.

# Roles and Responsibilities of Board vs. Administration

Board Responsibilities	Administration Responsibilities
Responsibility is to make sure the school performs through clear evaluative measures.	Leads and develops plans and procedures that drive the school's performance
The board asks "How well should the school perform at ....?"	The administration asks "How will I .....?"
The board asks "What is our goal for the year?"	The administration asks "How will I achieve the board's goal?"



# Roles and Responsibilities of Board vs. Administration

The Board	The Administration
<b>Ends (Results)</b> <ul style="list-style-type: none"><li>• Why?</li><li>• What?</li><li>• How Much?</li></ul>	<b>Means (Strategies)</b> <ul style="list-style-type: none"><li>• How?</li><li>• When?</li><li>• Where?</li><li>• Who?</li></ul>
<b>Mission</b> <ul style="list-style-type: none"><li>• Vision</li><li>• Goals</li><li>• Policies</li></ul>	<b>Objectives</b> <ul style="list-style-type: none"><li>• Strategies</li><li>• Action Plans</li><li>• Procedures</li></ul>
<b>Monitor</b> <ul style="list-style-type: none"><li>• Vote</li></ul>	<b>Implement</b> <ul style="list-style-type: none"><li>• Recommend</li></ul>

Retrieved from Cornell-Feist, Marci. Charter Schools Trustees Guide.



# Roles and Responsibilities of Board vs. Administration

Area of Oversight	Time, Attention, and Responsibility	
<b>Governance</b> <ul style="list-style-type: none"><li>•Mission</li><li>•Strategy</li><li>•Viability</li><li>•Leadership</li></ul>	<b>Board Decisions</b>	<b>Admin Advice</b>
<b>Partnership</b> <ul style="list-style-type: none"><li>•Authorizations</li><li>•Finance policies</li><li>•Enrollment</li><li>•Employment Terms</li></ul>	<b>Board and Administrator Share Decisions</b>	
<b>Operational</b> <ul style="list-style-type: none"><li>•Staffing</li><li>•Program</li><li>•Systems</li></ul>	<b>Board Advice</b>	<b>Administrator Decisions</b>



# Budget and Board Oversight

Charter school finances are the number one reason for charter school closure nationally.

The finance committee should review the budget and finance projections monthly and share this information with the board.

The board should have governance policies regarding finances and spending limits.



# Budget and Board Oversight

- ▶ The **entire board** should always know the financial health of the school including:
  - ▶ The number of students currently attending
  - ▶ The number of students attritting each month
  - ▶ The current financial budget surplus or deficit
  - ▶ The cost of major projects of the school



# Common Pitfalls of Governing Boards



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# Common Pitfalls of Charter School Governing Boards

- ▶ Individual board members acting as if they have authority to make decisions (including the Board President/Chair).
- ▶ Conducting illegal meetings by not properly posting a meeting, taking action in a workshop or executive session, or discussing inappropriate topics in closed (executive) session.
- ▶ Approving a budget that is not based on realistic projections.
- ▶ Meeting too often and for too long.





## Common Pitfalls of Charter School Governing Boards (cont.)

- ▶ Failing to keep corporate records, such as the charter application, contract, bylaws, articles of incorporation, meeting minutes, etc., in a safe location where people can use them.
  - ▶ This includes student academic achievement records.
- ▶ Micro-managing or failing to focus on what matters most.



# Common Pitfalls of Charter School Governing Boards (cont.)

## Agreeing

Agreeing to capital financing terms that overextend the charter school's budget (this is usually done by projecting student enrollment too high).

## Neglecting

Neglecting the board's responsibility to create and to govern through board policies.

## Failing

Failing to communicate with relevant constituencies (e.g. parents, authorizer).



# Frequently ▶ asked questions



# What is the North Carolina policy concerning meetings of public bodies?

The North Carolina General Assembly has declared it to be public policy that all hearings, deliberations, and actions of public bodies be conducted publicly.

NC GS 143-318.9

- ▶ A public body includes government authorities, boards, commissions, committees, councils, or other bodies.
- ▶ This includes, cities, school administrative units, NC public universities. These groups are public bodies if their members are elected, appointed, and they are a decision making or advisory board.

NCGS 143-318.10

## What are public bodies?



## What kind of public notice is required for public meetings?

Meeting Type	Notice
Regular Meeting	Seven (7) days
Special-Called Meeting	Forty-eight (48) hours
Emergency Meeting	After all board members are notified*

*\*You may consider only the business connected with the emergency circumstance.*



Is it  
required to  
set up a  
schedule of  
regular  
meetings?



NO, HOWEVER, IF YOU HAVE A  
SCHEDULE OF REGULAR MEETINGS,  
IT IS REQUIRED THAT YOU KEEP A  
RECORD OF THE SCHEDULE ON  
FILE.



BEST PRACTICE IS TO HAVE A  
SCHEDULE AND POST THAT  
SCHEDULE ON YOUR WEBSITE.



# Does the public have the right to speak at your meeting?



- ▶ The local board of education **shall** provide at **least one period for public comment per month at a regular meeting of the board**. The board may adopt reasonable rules governing the conduct of the public comment period, including, but not limited to, rules (i) fixing the maximum time allotted to each speaker, (ii) providing for the designation of spokesmen for groups of persons supporting or opposing the same positions, (iii) providing for the selection of delegates from groups of persons supporting or opposing the same positions when the number of persons wishing to attend the hearing exceeds the capacity of the hall, and (iv) providing for the maintenance of order and decorum in the conduct of the hearing. The board is not required to provide a public comment period under this section if no regular meeting is held during the month.
- ▶ Public comment
- ▶ Best practice is to allow time for public comments at the beginning of the meeting and limit the time each person can speak to three minutes.
  - ▶ Outline the process for scheduling and giving public comment in the bylaws.

Can you  
have a  
meeting by  
conference  
call or other  
electronic  
means?



YES, BUT YOU MUST PROVIDE  
A LOCATION AND MEANS FOR  
THE PUBLIC TO LISTEN TO THE  
MEETING.



THE MEETING NOTICE SHOULD  
INDICATE WHERE THE PUBLIC  
MAY LISTEN.



# Can the board make decisions about the school through email?



No.



Electronic “discussions” of school business involving several board members could be construed as a meeting and are in violation of the open meetings law.



You can communicate via email, just communicate individually and avoid a quorum of board members.



Do not “reply all” to an email from a board member that discusses school business.



Can you vote  
by secret  
ballot?

No.



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# Do you have to take minutes of meetings?

- ▶ Yes, every public body is required to keep accurate minutes of all official meetings, including committee and subcommittee.
- ▶ Closed session minutes should be kept separate from regular meeting minutes and they should provide a general account so that a person not in attendance would have a reasonable understanding of what happened. Closed session minutes can be skeletal and they may be sealed as well, so as to not frustrate the purpose of closed session.



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# Next Steps and Self-Assessment

## ► As board members, do you:

- Have a clear distinction between the board's responsibilities and the school director's responsibilities?
- Clearly understand how to conduct transparent, effective, and lawful meetings?
- Have best practices clearly outlined in your bylaws?
- Have sufficient expertise to build subcommittees and dig into complex issues?
- Have mutual trust in the decision-making responsibilities of the administration?

## ► As a school director, do you:

- Have a clear distinction between your responsibilities and the board's responsibilities?
- Understand your responsibilities for informing and updating the board?
- Have a clear understanding of how you are evaluated by the board?
- Have clear and open lines of communication with the board?
- Have mutual trust in the decision-making responsibilities of the board?



# Questions?



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**Break Time!  
Back in 5!**

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Public Schools of North Carolina

# **NC Charter School Laws & the Charter Agreement**

**Planning Year Session I  
Raleigh, NC  
September 30<sup>th</sup>, 2020  
Claire J. Porter**



# Learning objectives:

- I am able to locate [NC Charter School Law](#) , [Charter Agreement](#) & the [NC State Board of Education Policy Manual](#)
- I understand North Carolina Charter School Law
- I am familiar with my school's charter agreement and its provisions



# HB 57 (SL 2019-51)

## Create a Term for Public Schools

- Creates an all-encompassing term and definition for NC public schools – “Public school unit.”

### **PART I. CREATE A TERM IN CHAPTER 115C OF THE GENERAL STATUTES TO INCLUDE ALL TYPES OF PUBLIC SCHOOLS IN THE STATE**

**SECTION 1.** G.S. 115C-5 is amended by adding a new subdivision to read:

**"(11) Public school unit.** – Any of the following:

- a. A local school administrative unit.**
- b. A charter school.**
- c. A regional school.**
- d. A school providing elementary or secondary instruction operated by one of the following:**
  - 1. The State Board of Education, including schools operated under Article 7A and Article 9C of this Chapter.**
  - 2. The University of North Carolina, including schools operated under Articles 4, 29, and 29A of Chapter 116 of the General Statutes.**



## Public School Unit (PSU) includes charters

- Public School Unit (PSU) is a bucket term that includes charter schools, lab schools, and district schools. **Local School Administrative Unit** specifically applies to districts and NOT to charter schools.



# 2019 Session Law

## **Required sex trafficking prevention training for all public schools, including charter schools:**

Every school must adopt and implement a child sexual abuse and sex trafficking training program that provides education and awareness training related to child sexual abuse and sex trafficking, including but not limited to;

- 1. best practices for the field of prevention,
- 2. the grooming process of sexual predators,
- 3. the warning signs of sexual abuse and sex trafficking,
- 4. how to intervene when sexual abuse or sex trafficking is suspected or disclosed,
- 5. legal responsibilities for reporting sexual abuse or sex trafficking, and
- 6. available resources for assistance.



# SB199/Session Law 2019-245 Signed 11/7/2019

(Section 4.4(f)(b))

- The training may be provided by any local non-governmental organizations with expertise in these areas, local law enforcement officers, or other officers of the court. (Section 4.4(f)(b))
- **All school staff must receive 2 hours of training every consecutive even numbered year starting in 2020. (Section 4.4(f)(b))**

"Any person 18 years of age or older who knows or should have reasonably known that a juvenile has been or is the victim of a violent offense, sexual offense, or misdemeanor child abuse shall immediately report the case to the appropriate local law enforcement agency in the county where the juvenile resides or is found." (Section 1.(a)(b)) \* Legal protection is provided for reports made in good faith, with no malicious intent, that turn out to be incorrect.



# SB681/Session Law 2020-78 Ratified 7/1/2020

## G.S. 115C-218.45(f)

### Charter School Enrollment Priorities Broadened

- "(f) The charter school may give enrollment priority to any of the following: (1) Siblings of currently enrolled students who were admitted to the charter school in a previous year. For the purposes of this section, the term "siblings" includes any of the following who reside in the same household: half siblings, stepsiblings, and children residing in a family foster home. (1a) Siblings who apply to the charter school for admission beginning in the same school year, such as when a sibling was not initially admitted due to grade level capacity. . . AND
- (3) Limited to no more than fifteen percent (15%) of the school's total enrollment, unless granted a waiver by the State Board of Education, the following: a. Children of ~~the school's full-time employees~~ persons (i) employed full time by the charter school or (ii) working full time in the daily operation of the charter school, including children of persons employed by an education management organization or charter management organization for the charter school. b. Children of the charter school's board of directors



# Session Law 2020 Specifying Mental Health Plan

- SECTION 1.(c) G.S. 115C-218.75 is amended by adding a new subsection to read:
- "(h) A charter school shall adopt a school-based mental health plan, including a mental health training program and suicide risk referral protocol, in accordance with G.S. 115C-376.5."
- This is due no later than July 1, 2021. Senate Bill 476 Session Law 2020-7





# NC Charter School Law

115C-218 Charter School Operation

115C-218.40 Charter School Transportation

115C-218.50 Nonsectarian and Fees

115C-218.60 Behavior Management

115C-218.75(a) Health & Safety Standards

115C-218.85(1) Course of Study Requirements

115C-218.90(1) Employment Requirements

115C-218.95(a) Causes for Non-Renewal or Termination

115C-218.100(a) Dissolution of a Charter School



# NC Charter School Law

## 115C-218.15 Charter School Operation

- Shall be operated by a **nonprofit corporation** that shall have received **federal tax-exempt status** no later than **24 months** following final approval of the application
- BOD shall adopt a **conflict of interest and anti-nepotism policy that includes the requirements of Ch 55A as related to conflicts of interest. These will be part of the RtO deliverables.**



# NC Charter School Law

## 115C-218.15 Charter School Operation

- The BOD shall decide matters related to the operation of the school (budgeting, curriculum, operating procedures)
- The **majority (means 50% plus 1)** of the non-profit board members and **50% or greater of the officers** have primary residence in the state of North Carolina. (Section 4.1 of Charter Agreement)



# NC Charter School Law

## 115C-218.40 Transportation

- Charter school *may* provide transportation for students enrolled at the school. The charter ***shall develop a transportation plan*** so that transportation is not a barrier to any student *who resides in the local administrative unit in which the school is located*. The charter school is *not required* to provide transportation to any student who lives with *1.5 miles* of the school.



# NC Charter School Law

## 115C-218.50 Nonsectarian and Charging Fees

- ***Shall be nonsectarian*** in its programs, admission policies, employment practices, and all other operations. You are public schools. You ***shall not be affiliated*** with a nonpublic sectarian school or a ***religious institution***
- ***Shall not charge tuition***, or fees, except you may charge any fees charged by the local school unit in which you are located
- You ***may***, upon BOD approval, establish fees for extracurricular activities, except ***those fees shall not exceed the fees*** (for the same activities) charged by a local school administrative unit in which **40%** or more of the students enrolled reside.



# NC Charter School Law

## 115C-218.60 Behavior Management

- Shall comply with [Article 27](#)
- A charter **may** exclude a student from the charter school and return that student to another school in the local school administrative unit in accordance with the terms of its charter ***after due process.***
- A charter school **may** also refuse admission to any student who has been expelled or suspended from a public school ***until the period of suspension or expulsion has expired.***



# NC Charter School Law

## 115C-218.75 Health & Safety

- A charter school **shall** meet the same health and safety requirements required of a local school administrative unit.
- **Shall** ensure that charter schools provide parents and guardians with information about **meningococcal meningitis and influenza** and their vaccines at the beginning of every school year;
- **Shall** also ensure that charter schools provide parents and guardians with information about **cervical cancer, cervical dysplasia, human papillomavirus, and the vaccines (5-12 grade)**.



# NC Charter School Law

## 115C-218.75 Health & Safety

- **Shall** also ensure that charter schools provide students in grades 7-12 with information annually on **the preventable risks for preterm birth in subsequent pregnancies, including induced abortion, smoking, alcohol consumption, the use of illicit drugs, and inadequate prenatal care**
- **Shall** also ensure that charter schools provide students in grades 9-12 with information annually on the manner in which a **parent may lawfully abandon a newborn baby**





# NC Charter School Law

## 115C-218.75 Health & Safety

- **Shall** also ensure that the guidelines for individual diabetes care plans adopted by the State Board of Education under G.S. 115C-12(31) are implemented in charter schools *in which students with diabetes are enrolled and that charter schools otherwise comply with the provisions of* G.S. 115C-375.3
- The **board of directors** of a charter school **shall** provide the school with a supply of emergency **epinephrine auto-injectors** necessary
- (e1) (Effective July 1, 2019) **Anonymous Tip Line**. – A charter school (secondary school) **shall develop and operate** an anonymous tip line in accordance with G.S. 115C-105.51



# NC Charter School Law

## Reading Proficiency & Student Promotion

- Options for 3<sup>rd</sup> grade students who are not proficient on the EOG
- Interventions shall be provided
- Exemptions for good cause
- Notice to families
- Requirements of notice

### Read to Achieve Alternative Assessments

\*Charter schools may elect to use an SBE-approved alternative assessment or an alternative assessment of reading comprehension that is not on the SBE-approved list. Charter schools are responsible for the costs of administering these assessments, including the decision to use appropriated state funds such as PRC 016. Read to Achieve Alternative Assessment Notification Form in NC Education's NCTest Admin by December 1, 2020



# NC Charter School Law

## 115C-218.85(1) Course of Study Requirements

- School **shall** provide instruction **185 days** **or** **1,025** hours over 9 calendar months
- School **shall** design its programs to at least meet the student performance standards adopted by the State Board of Education and the student performance standards contained in the charter
- A charter school **shall** conduct the **student assessments** required by the State Board of Education
- The school is subject to and **shall comply** with Article 9 of Chapter 115C of the General Statutes and **The Individuals with Disabilities Education Improvements Act**, 20 U.S.C. § 1400, et seq., (2004), as amended



# NC Charter School Law

## § 115C-218.90 Employment requirements.

- An employee of a charter school is ***not an employee of the local school administrative unit*** in which the charter school is located
- At least fifty percent (50%) of these teachers **shall** hold teacher licenses by December 31<sup>st</sup>
- All teachers who are teaching in the **core subject areas** of mathematics, science, social studies, and language arts shall be **college graduates**
- The board shall adopt a criminal background check which mirrors that of the LEA in which the charter is located



# NC Charter School Law

## § 115C-218.100 Dissolution of a charter school

A charter school that has elected to participate in the **North Carolina Retirement System** **shall**, for as long as the charter school continues to participate in the North Carolina Retirement System, ***maintain for the purposes of ensuring payment of expenses related to closure proceedings in the event of a voluntary or involuntary dissolution of the charter school, one or more of the options set forth in this subsection:***

***Minimum aggregate value shall be fifty thousand dollars (\$50,000.00)***  
***The SBE shall not allocate any funds unless the school has provided documentation of this. **Permissible options include:*****

(1) An escrow account, (2) A letter of credit, (3) A bond, (4) A deed of trust

**Distribution of Assets:** Upon dissolution, all net assets purchased with public funds, shall be deemed the property of the LEA in which the charter is located.



# Charter Agreement

- The charter agreement may change annually to reflect legislative or policy (SBE) changes
- Schools typically receive their Charter Agreement in May or early June (new schools)
- Schools are tasked with adhering to the most current iteration of the charter agreement
- Charter Agreement



# Charter Agreement

- Term
- Charter School is a North Carolina public school
- Application Binding
- Governing Board
- Compliance with Other Laws
- Tax-Exempt Status
- Enrollment
- Financial & Governance Warnings
- Children with Special Needs



# Charter Agreement

- Reports
- Notifications
- Records
- Insurance & Bonding
- Health, Safety & Welfare
- Facilities
- Licensed Employees
- Fees
- Transportation





# Charter Agreement

- Indemnity
- Student Discipline
- Instruction
- Criminal Background Check
- Open Meetings
- Assignment
- Adequate Performance
- Termination of Charter



# Charter Agreement

- Charter Amendment
- Agreements with Local Boards of Education
- Oversight & Intervention
- Notice
- Severability
- Non-endorsement
- Legislative Action
- Status of Parties to the Charter



# Quiz Time!

When my charter term expires, it automatically renews.

- a. Yes, that sounds right.
- b. I think there's a fee involved, you must complete a self-study, and request renewal through OCS.
- c. OCS renews it on my behalf.



# Quiz Time!

As a public charter school, we are required to comply with the Individuals with Disabilities Education Act (IDEA).

- a. No, this only applies to traditional public schools.
- b. Yes, we are a public charter and are an LEA for purposes of IDEA.
- c. We might not have to enroll EC students who need a separate setting or have transportation as a related service on their IEP as we really don't have the budget for all of this.



# Quiz Time!

The majority of the BOD members and 50% or greater of the BOD officers must have their primary residence in NC.

- a. False
- b. True



# Quiz Time!

The SBE has to be named an additional named insured on our general liability policy?

- a. False
- b. True



# Quiz Time!

We cannot obtain liability insurance coverage in excess of the requirements in our charter.

- a. True, it's a million in coverage for all coverages.
- b. True, we can't exceed the amounts of coverage stated in our charter agreement.
- c. False, we can always add more coverage.



# Quiz Time!

We can charge fees for extracurricular activities

- a. No, we can never charge fees.
- b. Yes, we can charge fees as long as those fees don't exceed the extracurricular fees of the LEA in which 40% or more of our students would attend.
- c. Yes, we can charge whatever fees we'd like because we are a charter and have that flexibility!





# Quiz Time!

We can dispose of records, reports, files, and documents relating to our public charter as we see fit.

- a. True
- b. False, we are subject to the Public Records Law which is in effect upon the SBE's approval of our Charter Application and must follow the law on retention and disposition of records.



# Quiz Time!

As a new charter school, my school calendar and schedule must provide for 185 days **and** 1,025 hours, right?

- a. True
- b. False, it is 185 days **or** 1,025 hours



# Quiz Time!

My background check must **mirror** the background check requirements of the LEA in which my charter is located.

- a. True
- b. False, charters have the flexibility not to do background checks like the LEA in which they are located, or at all



# Quiz Time!

We had a flood and closed for three (3) days; do I need to notify the SBE?

- a. No
- b. Yes, we would need to notify the SBE immediately of any circumstance requiring the closure of the public charter.



# Quiz Time!

We have a few debts that are past due by sixty (60) days, or more. Do we need to notify the SBE about this as well?

- a. No
- b. Yes, we would need to notify the SBE immediately of a default on any obligation which shall include debts that are past due by 60 days or more.



# Quiz Time!

Carpool for our elementary has not gone well and we'd like to change the length of our school day. Material revision for the SBE or can this be approved through Department staff?

- a. No, not a material revision
- b. Yes, this would require SBE approval

Do we need to seek approval prior to implementing the change?



# Go team!

- How did your team do? Your answers will inform the next topics of BOD professional learning this year. Lifelong learning!





Claire Jenkins Porter Office of Charter Schools, Consultant  
984-236-2707 [claire.porter@dpi.nc.gov](mailto:claire.porter@dpi.nc.gov)





**Break Time!**  
**See you in 5!**

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Public Schools of North Carolina

# **Charter School Admissions, Enrollment & Lotteries**

**Office of Charter Schools  
North Carolina Department of Public  
Instruction  
September 2020**



# Learning objectives:

- Identify and locate pertinent [NC Charter School Law](#), [SBE Policy](#), and sections of my [Charter Agreement](#) to inform admissions, enrollment, and lottery requirements and best practices
- Summarize key components of a sound admissions and enrollment policy & lottery application and procedures
- Examine and understand an exemplar lottery application
- Understand and analyze common misapplications of pertinent law & policy



# SBE Policy, the Charter Agreement, and Charter Law

- Find Charter School Law 115C-218.45 *et seq.*
  - Speaks to lottery procedures, admission refusal, enrollment priorities, qualifications for admission
- Find NC State Board of Education Policy Manual  
<https://stateboard.ncpublicschools.gov> CHTR-003
  - ✓ Length of open enrollment period shall be no less than 30 consecutive calendar days
  - ✓ Open admission procedures & policies
  - ✓ If there are more application that seats available, the charter shall determine a date, time & location to hold the legally required lottery. This lottery must be publicly noticed & open for public observation



# SBE Policy, the Charter Agreement, and Charter Law

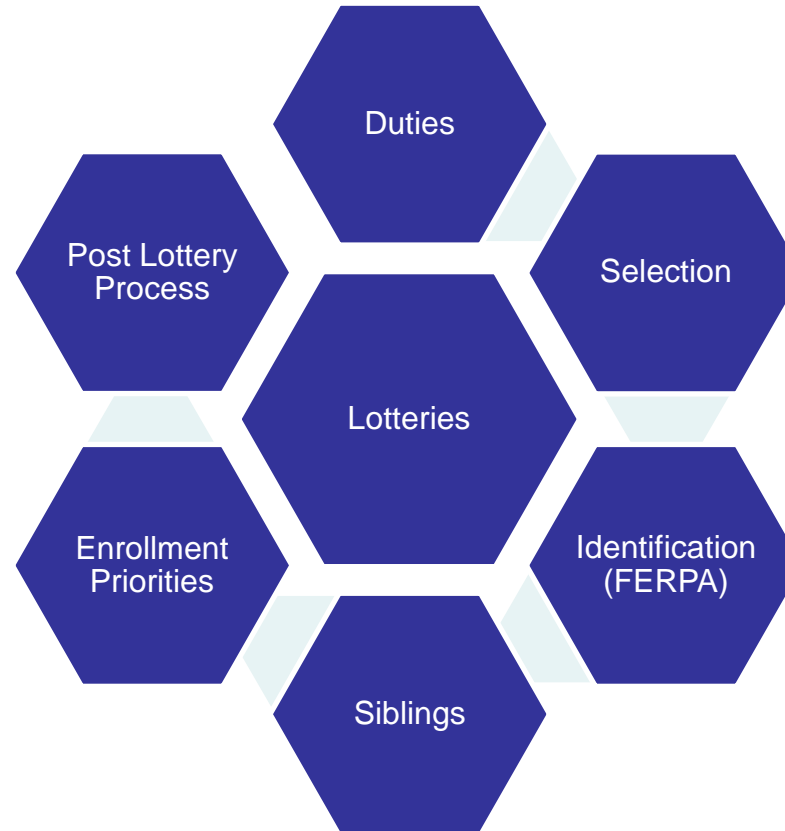
Charter Agreement Section 7 speaks to recruitment and enrollment

- Failure to adhere to the lottery requirements is grounds for termination of your Charter.
- Policies and laws change and schools are charged with adhering to the most current charter agreement
- **Devote a period of each BOD meeting to understanding a section of your Charter Agreement, reviewing a statute, or diving deep into an SBE charter school policy.**



# Admissions Policy & Lottery Application

- Date
- Procedures
- Accepted applicants
- Waitlisted applicants
- Applicants after the open enrollment period
- Enrollment documents
- Waitlist procedures
- Intent to return forms



# Admission requirements

## Develop robust admissions & enrollment policies and procedures

- Length of **open enrollment period** and how does a family **apply**
- Applicant eligibility - best practice to cite 115C-218.45 *verbatim*
- May include provision around expulsion/suspension
- A student who is **not** a domiciliary of NC (**active military**)(d1)
- Mission of the school
- Single sex education in mission- may limit admission on the basis of sex
- Within one year, charter school shall make efforts for the population of the school to **reasonably reflect the racial and ethnic population of the local school administrative unit in which the charter is located** or the racial & ethnic composition of the special population that the school seeks to serve



# Application

## Exemplar Lottery Application

- One page
- Name of School
- Date of Application
- Grade this Year/Grade applying for in 21-22
- Sibling Information
- New Student Information: name; address; email; cell Parent/Guardian: names, address(es), email; cell; relationship to applicant
- Resident county
- Signature and date
- Mail/fax/email/hand-deliver completed application
- Applications must be postmarked by date certain





# Application information

## To include or not?

- Country of birth
- Legal name
- Parent employer
- Preferred name
- County of residence
- Student sex
- How did you hear about us?
- Name of last school attended



# Open Enrollment Best Practices

- Openness & transparency is KEY
- Charters may begin the open enrollment period once the school is ***formally approved***
- Lottery application should be limited in content and widely accessible
- Applications should be time-stamped and checked for completeness and recorded formally
- Waitlist should consist of received applications, include time-stamp, and should be recorded in alignment with the policies & procedures of the school
- Schools should provide a summary of enrollment and lottery processes (website, handout, handbook)



# Enrollment priorities 115C-218.45(f)

Decide which **enrollment priorities** (7+) you will select and list order of priorities

- Sibling preference **(Y2+) of currently enrolled students has been expanded**
- (1a) Siblings who apply to the charter school for admission beginning in the same school year, such as when a sibling was not initially admitted due to grade level capacity
- Siblings of students who have completed the highest grade and enrolled for at least 4 grade levels, or the maximum number of grades offered
- Enrolled in a **preschool program** operated by the charter school in the prior year (does not apply to a privately operated Pre-K program)
- Children of the school's **full-time** employees and children of the BOD (up to 15% of the total school enrollment for both priorities, combined) **has been expanded** persons (i) employed full time by the charter school or (ii) working full time in the daily operation of the charter school, including children of persons employed by an education management organization or charter management organization for the charter school



# Enrollment priorities 115C-218.45(f)

Decide which **enrollment priorities** (7+) you will select and list order of priorities

- A student who was enrolled within the two (2) previous years who left for an **academic study abroad program, competitive admission residential program, or vocational opportunities of the student's parent (Y3+)**
- A student who was enrolled at another NC charter in the previous school year that **does not offer the student's next grade level**
- Same as above **and** both of the charter schools have an **enrollment articulation agreement, or are governed by the same BOD**
- A student who was enrolled in **another charter school in the state** in the previous school year



# Enrollment Priorities Misapplication?

Exemplar Charter School will provide enrollment priority preferences to the following:

- Children of any staff members
- Children of current BOD members
- Students who reside in the district
- Any child of an alum of Exemplar Charter
- Relatives of current students who live in the same household
- Multiple birth siblings
- Siblings of students who have completed the last grade level offered at Exemplar Charter



# Re-write

Exemplar Charter School will provide enrollment priority preferences to the following

- Children of any full-time staff members (limited to 15% of the total enrollment), and
- Children of current BOD members (limited to 15% of the total enrollment) Not to exceed 15% of total enrollment
- ~~○ Students who reside in the district (unless a conversion school)~~
- ~~○ Any child of an alum of Exemplar Charter (not an enrollment priority)~~
- Relatives of current students who live in the same household (must be in the definition of sibling)
- ~~○ Multiple birth siblings (not an enrollment priority, a lottery procedure)~~
- Siblings of students who have completed the last grade level offered at Exemplar Charter and have attended for 4 years (or total grade offerings if fewer than 4 years)



# Admission Refusal

Notwithstanding any law to the contrary, Exemplar Charter School may refuse admission to any student who has been expelled or suspended from a public school under G.S. 115C-390.5 through G.S. 115C-390.11 ***until the period of suspension or expulsion has expired.***



# Re-Enrollment Policy

Once enrolled, students at Exemplar Charter School are not required to reapply in subsequent enrollment periods. To assist Exemplar Charter School in accurately determining the number of available seats each enrollment period, the school may ask families to complete and return an “intent to return form”. Failure of a family to return this form by the set deadlines will result in the student(s) losing their seat (s) for the subsequent school year.

- Failure to return an intent to return form should not have any negative consequence attached.





# Economically Disadvantaged Students & Weighted Lotteries

- Every year, we see folks list ED as an enrollment priority. It is not, don't list it as such or we will return it during RTO to correct.
- It is a the purpose behind a weighted lottery, not an enrollment priority.
- If you need an exemplar weighted lottery policy, please reach out to OCS.
- It is preferable to run a true weighted lottery, rather than two separate lotteries, which means simply providing extra weighting to students who qualify as ED. If you choose to run two lotteries, weighting only occurs in the first lottery, not the second. Again, it is not an enrollment priority.
- [Guidance](#)



# Lottery

**Lotteries:** If the number of applications exceeds the capacity of a program, class, grade level, or building, *students **shall** be accepted by lot.*

- Once enrolled, students are **not required to reapply** in subsequent enrollment periods
- **Weighted lotteries, those that give additional weight to individual students,** must align with the mission of the school and **be approved in the original charter application or approved through the amendment process** **shall** be conducted according to the procedure in the statute (g1) and SBE policy CHTR-014. **Please seek guidance through OCS**
- Lottery procedure for siblings and multiple birth siblings (g1 & g2)



# Lottery Best Practices

- Ensure process is open to the public, transparent, consistent, fair
- Staff members/BOD should have run through the logistics & practiced
- Recommend making a video recording of lottery, FB live stream
- Continue lottery until all names have been pulled
- Denote the number of openings per grade level
- Enrollment & waitlist procedures are given to families and on website
- Identify a method of selection
- Identify how student will be identified (FERPA-no PII), suggest alpha numeric
- Clear separation of duties of those involved in the lottery



# Post- Lottery Best Practices

- Open & transparent
- If you made a mistake- “own it” and do the right thing
- Ensure results are accessible to parents (on website/posted on wall)
- Policy should include how long parents have to confirm the “offer of enrollment”
- ✓ Address extenuating circumstances
- ✓ Address non-responsive families
- ✓ Recommend a length of 7 to 10 days



# Lottery Procedures for Multiple Birth Siblings (Twins)

## Misapplication

- If multiple birth siblings apply for admission to Exemplar Charter and a lottery is needed, the school shall enter one surname into the lottery to represent all of the multiple birth siblings applying at the same time. If that surname of the multiple birth siblings is selected, then all of the multiple birth siblings shall be admitted. The order of multiple birth siblings will be determined in a separate lottery prior to the general lottery.

## Corrected

- If multiple birth siblings apply for admission to Exemplar Charter and a lottery is needed, the school shall enter one surname into the lottery to represent all of the multiple birth siblings applying at the same time. If that surname of the multiple birth siblings is selected, then all of the multiple birth siblings shall be admitted. ~~The order of multiple birth siblings will be determined in a separate lottery prior to the general lottery.~~ Students should be entered into the general lottery unless they meet other enrollment priorities.



# Quiz Time

Exemplar charter school may refuse to admit a student who has ever been suspended or expelled.

- a. True
- b. False, a charter may refuse admission only until the period of suspension or expulsion has expired.



# Quiz Time

Our BOD can approve a weighted lottery without involving OCS.

- a. True
- b. False



# Quiz Time

Multiple birth siblings is an enrollment priority.

- a. True
- b. False, this is a lottery procedure, not an enrollment priority





# Quiz Time

One of the enrollment priorities we may offer is for students enrolled in another NC charter during the previous year.

- a. True
- b. False



# BOD professional learning

How did your team do? Your team answers will inform the next topics of BOD professional learning this year. Lifelong learning is what we model and inspire in our students.





Claire Jenkins Porter  
Office of Charter Schools  
919-807-3987 [claire.porter@dpi.nc.gov](mailto:claire.porter@dpi.nc.gov)





**Break Time!**  
**See you back in 5!**





# THE CHARTER AMENDMENT PROCESS

ASHLEY BAQUERO

# WHAT ARE WE AMENDING?

- The original charter **APPLICATION** not the Charter Agreement

G.S. §115C-218.7 “A material revision of the provisions of a charter shall be made only upon the approval of the State Board of Education.”

## CHTR-014: Charter Amendments for Existing Public Charter Schools

The policy divides types of amendments into two categories: those that SBE must approve and those that OCS may approve.

# KEY POINT

Any changes to your school's SBE-approved charter application must go through the amendment process **BEFORE** implementing the change.

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School requests amendment from OCS

- OCS determines if amendment requires SBE approval

OCS requests necessary documentation – assigns in Epicenter

If amendments are not in compliance with law or policy, OCS works with school to revise

OCS approves OR OCS makes recommendation to CSAB

CSAB reviews & makes recommendation to SBE

- Next month SBE discusses
- Following month SBE approves/denies

# THE AMENDMENT PROCESS



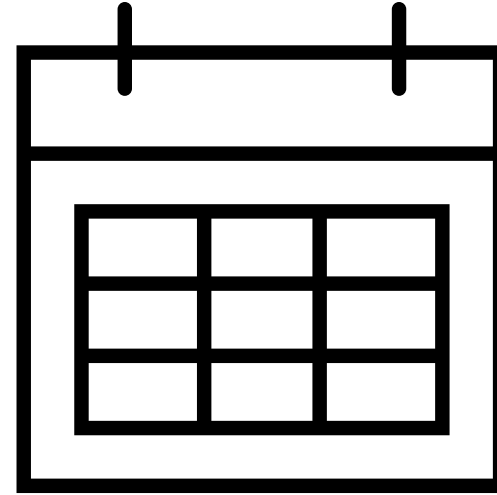
Office of  
**CHARTER SCHOOLS**  
NC Department of Public Instruction



## KEY POINT

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The amendment  
process takes a  
**MINIMUM** of  
**three months!!**



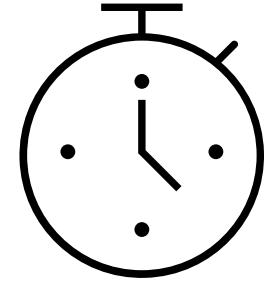
# CFU: CHECK FOR UNDERSTANDING

At a board meeting, your board discusses revising the bylaws.

Will this change require an amendment?

What is the first step in the amendment process?

# AMENDMENTS REQUIRING SBE APPROVAL



- Enrollment growth greater than 30% for charters not currently low-performing or grade expansion not in the approved charter
- Relocation outside a 5-mile radius or approved LEA
- Transferring the charter to another non-profit entity

# CFU: CHECK FOR UNDERSTANDING

Your board is considering relocating to ...

- a new facility 4 miles away from current school
- a new facility 6 miles away from current school
- the neighboring LEA

WHICH REQUIRES SBE APPROVAL?

# AMENDMENTS REQUIRING SBE APPROVAL

- Altering the mission or targeted student population
- Employing or terminating a management company
- Change to the charter application with respect to the National School Lunch program

# CFU: CHECK FOR UNDERSTANDING

Your board decides to change the school's mission statement.

Does this require SBE approval?

How long can you expect this process to take?

# AMENDMENTS OCS CAN PROCESS

- Bylaws
- Charter School name
- The Articles of Incorporation
- Relocation within 5-mile radius
- Class sizes as stated in the application
- Curriculum changes
- Student transportation changes
- Food service plan changes
- One-year delay and/or using year 2 enrollment
- Length of school day and/or academic year

# OTHER AMENDMENTS

Any proposed amendments not contained in the previous slides must be SBE approved.





# REQUIRED DOCUMENTATION

1. Board meeting minutes reflecting the vote of the Board of Directors for the school.

- Need to clearly show a motion to approve the proposed amendments and forward to OCS.
- Proposed amendments should be clearly reflected in minutes.

# BOARD MEETING MINUTES

## NOPE

- approve relocation
- approve bylaws
- approve changes to curriculum

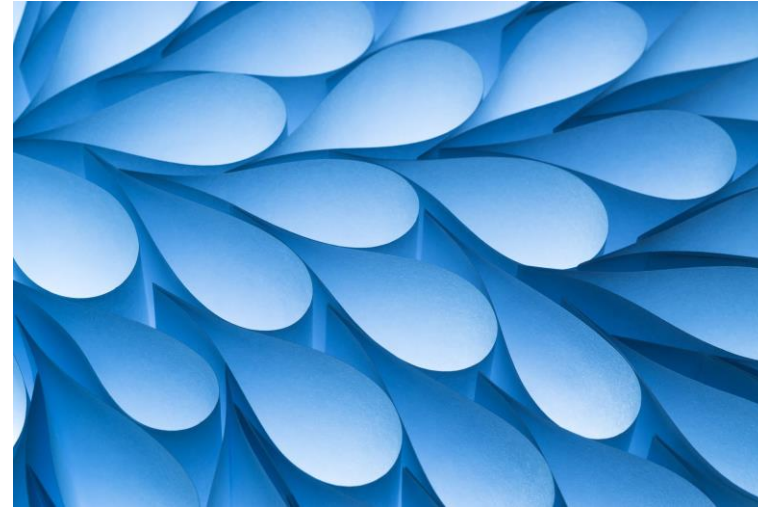
## YES

- approve motion to relocate from 123 ABC Drive to 500 Circus Ranch
- approve revisions to Section I-III of the bylaws
- approve revisions to curriculum in original charter to include ...

# REQUIRED DOCUMENTATION

2. Cover letter explaining/  
justifying the request signed by  
the Board Chair and the lead  
administrator of the school.

- Both signatures required (unless an administrator has not been hired).
- Please see amendment checklist for more information.



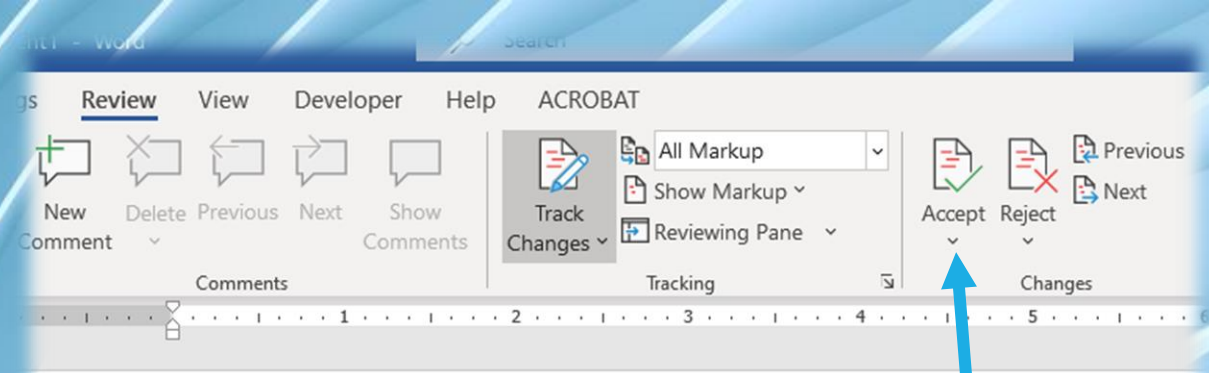
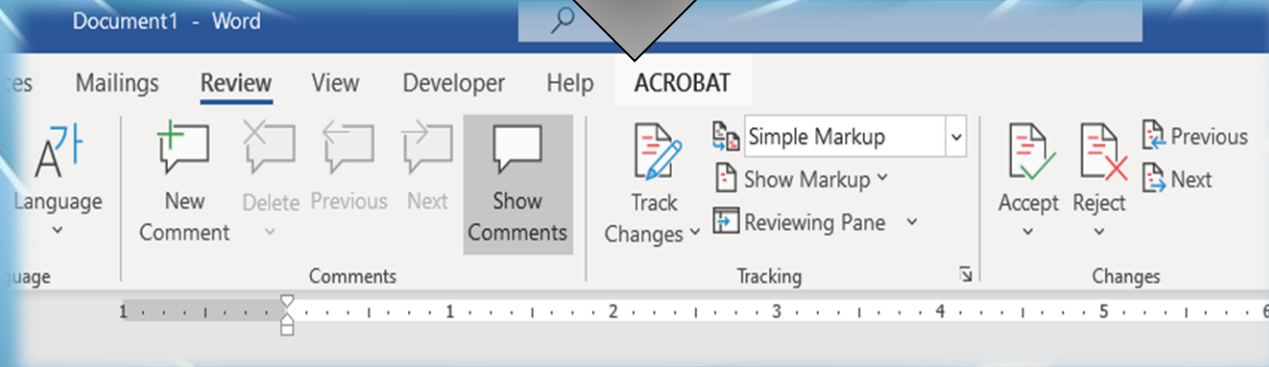
# REQUIRED DOCUMENTATION

3. Strikethrough version of the original charter application.

4. Clean version of the original charter application to include the new language. This becomes your current charter application.



The easiest way to do this is using Microsoft Word Tracked Changes function.



The name of the charter school is ~~Awesome~~Super Charter School.

Track changes for Strikethrough version and then ACCEPT all changes for clean version.

# STRIKETHROUGH/CLEAN VERSIONS

# EPICENTER

After request received via email, tasks will be assigned through Epicenter for the collection of all required documentation.

Email amendment requests/inquiries to [ashley.baquero@dpi.nc.gov](mailto:ashley.baquero@dpi.nc.gov)





QUESTIONS?

Resources available [here](#).

Enjoy your  
lunch! We will  
reconvene at  
1:15-ish

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# Ready to Open Framework & Evidence Grid

- RTO Framework 2021

The framework provides a checklist and overview of the ready to open process and the two progress reports (RTO 1 & RTO 2)

- RTO Progress Report & Evidence Checklist

The evidence grid specifies what evidences need to be submitted, the date, and exemplars.

- Governance Strengthening Exercises

**These are due in May but may be submitted early.**

# Ready to Open/Planning Year Resources

- [Planning Year Calendar](#)
- This tool will support your planning this year
- [Policy development](#)
  - Please consult as you are developing your policies
- [Cornell-Feist policies](#)
  - Please consult as you are developing your policies
- [RTO 2021 New Charter Leaders Task List](#)
- [Epicenter OCS Professional Learning Library \(it is on the landing page of Epicenter\)](#)
- [Chapter 115C/GS 115C-218.5.html](#)
- [NC Charter Agreement](#)
- [NC SBE policy](#)
- [Planning Year Pointers Online Newsletter](#)

# CSAB Minimum Standards to Open

## Guidelines for CSAB RTO Decision-Making



Issue	<u>Minimum</u> Standard
Enrollment	75% of projected enrollment by June 1st
Facility	<ul style="list-style-type: none"><li>• Substantial progress toward attaining Certificate of Occupancy for Educational Use 30 days before opening day</li><li>• Valid comprehensive contingency plan in place 60 days before opening day</li></ul>
Budget	Valid budget reflecting break-even number by June 1st
RTO Progress Report	<u>All</u> evidence checklist categories rated as emerging or quality ( <u>no</u> insufficient ratings)



# Epicenter Overview Topics



**Meghann**  
Russell

- > Overview of the Landing Page and Side Navbar
- > Compliance Center and Satisfying Requirements
- > Document Center and Generating Reports
- > Board Center, Management Center, and School Center
- > Question and Answer



# Epicenter Support Team

**We're here for you!**

Access our highly trained  
support team  
**M-F 8 am – 5 pm ET**

You will also get **24-7**  
**access to our Help Center.**



**Break Time!**  
**Back in 5!**

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# **‘On the Ground Experts’**

**Marketing, Public Relations, Branding,  
Adapting to Meet Budget**

**Gregg Sinderson – Charter One, Director of Business  
Development**

**Joan Roman – Charter One, School Director at Bonnie  
Cone Classical Academy**

# Joan Roman and Gregg Sinderson

- **Gregg Sinderson**

- Opened 8 charter schools in last 4 years in North Carolina
- Former Chief Operating Officer of Rocky Mount Prep
- Provided support to over 11 other charter schools in North Carolina
- One application approved to open fall of 2021 – Wake Preparatory Academy – 1500 students K-12
- Two other applications in process to open fall of 2022

- **Joan Roman**

- Opened 3 charter schools in North Carolina – Langtree Charter, Union Prep at Indian Trail, and Bonnie Cone Classical Academy
- School Director at Bonnie Cone Classical Academy



# Case studies

- **Pine Springs Preparatory Academy** – opened with 409 students K-6 in Year 1; over 1,000 applications; today 827 students; secured initial financing for over \$12M for facilities and just closed on \$38M bond for 65,000 square foot middle school expansion
- **Bonnie Cone Classical Academy** – opened with 238 students in first year; 747 students in second year; over 250 students on wait list; secured financing for over \$12M for facilities; application in for 2,000 student K-12 expansion.
- **Wake Preparatory Academy** – will open fall of 2021; over 6,000 students on interest list – will open with 1,500 students K-11 in 1<sup>st</sup> year with over 125,000 square foot campus; secured financing for between \$25M to \$30M for facilities

# Key marketing priorities

- What makes you different?
- Facility
- School leader
- RTO year – governance vs. all heads/hands on deck
- Be careful what you promise
- Marketing budget
- Open enrollment dates
- Key strategies – interest forms vs. enrollment
- COVID 19
- Define Target audience – intentionally recruiting ‘educationally disadvantaged’ or ‘economically disadvantaged’ students

# What works?

- Social media – Facebook, Instagram, Twitter
- Direct mail
- Newcomer's guides
- Tours
- Special events
- Face to Face meetings
- Preschool visits
- Follow-up, Follow-up, Follow-up
- Hire registrar/outreach coordinator early
- Have a strategy: marketing to tour/interest session to enrollment

# Budget

- How much money is it going to take to get doors open – no money for the Certificate of Occupancy for Educational Use
- Number of students per class?
- Over enroll by 10-15% - it is better to have too many students than not enough; you will still get local money
- Put time into a realistic breakeven budget
- Don't spend more than 15-20% of budget on facilities

# Other tips

- Board members and School Director must be the face of the school
- Divide and conquer according to your strengths
- Don't keep score
- The board holds the charter- it is not one person's school
- Be willing to let go when doors open – Governance vs. Operations
- Define yourself- be Chik-Fil-A, not Burger King
- Ask for help – Office of Charter Schools, North Carolina Association of Public Charter Schools, and North Carolina Coalition of Charter Schools
- COVID 19 – be prepared to offer an online option



*Office of*

**CHARTER SCHOOLS**

NC Department of Public Instruction

Thanks for joining us today and we look forward to seeing you again for Planning Year Session II on October 28th. Registration will open shortly for PY2.

Planning Year Session I Survey